MULTIMEDIA UNIVERSITY

STUDENT IDENTIFICATION NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 1, 2015/2016

BHR2034 HUMAN RESOURCE MANAGEMENT

(All Sections/Groups)

13 OCTOBER 2015
9:00 a.m – 11:00am
(2 Hours)

INSTRUCTIONS TO STUDENTS

1. This Questions paper consists of 8 pages with **TWO** sections (excluding cover page).
2. Answer **ALL** questions in **Sections A and B.** The marks for each Section are given in the question paper.
3. Please write your answers for Section A in the Multiple Choice Answer Sheet.
4. Please write your answers for Section B in the Answer Booklet.

SECTION A (60 marks): Answer ALL questions. Choose the best answer. Each question carries 1.5 marks.

1) Which term refers to using external vendors to perform human resource jobs that were once handled by a firm internally?
A. freelancing
B. outsourcing
C. rightsizing
D. warehousing

2) Strategic human resource management refers to _____.
A. formulating and executing human resource policies and practices that produce the employee competencies and behaviors the company needs to achieve strategic aims
B. planning the balance of internal strengths and weaknesses with external opportunities and threats to maintain competitive advantage
C. emphasizing the knowledge, education, training, skills, and expertise of a firm's workers
D. extending a firm's sales, ownership, and manufacturing to new markets

3) _____ refers to an integrated set of human resource management policies and practices that together result in superior employee performance.
A. Strategic planning
B. Strategic human resource management
C. High-performance work system
D. Human resource scorecard approach

4) Which term refers to a set of quantitative performance measures that human resource managers use to assess their operations?
A. case studies
B. metrics
C. practices
D. ratios

5) A manager uses the information in a job analysis for all of the following EXCEPT _____.
A. assessing training requirements
B. complying with SOCSO Act
C. determining appropriate compensation
D. providing accurate performance appraisals

Continued.....

6) During the job analysis process, it is most important to _____ before collecting data about specific job duties and working conditions.
A. test job questionnaires on a small group of workers
B. confirm the job activity list with employees
C. select a sample of similar jobs to analyze
D. assemble the job specifications list

7) Which of the following is the primary disadvantage of using interviews to collect job analysis data?
A. Interviews are a complicated method for collecting information.
B. Employees may exaggerate or minimize some information.
C. Interviews provide only general information about a worker's duties.
D. Interviews may require managers to reveal the job analysis function.

8) Which of the following is the primary disadvantage of using questionnaires to gather job analysis information?
A. Questionnaires are the most expensive method of collecting data.
B. Supervisors are required to verify all collected questionnaire data.
C. Questionnaires are too open-ended for statistical information.
D. Developing and testing questionnaires is time-consuming.

9) Which of the following requires workers to make daily listings of the activities in which they engage as well as the amount of time each activity takes?
A. flowchart
B. agenda
C. outline
D. log

10) Most job descriptions contain sections that cover all of the following EXCEPT _____.
A. performance standards
B. working conditions
C. responsibilities
D. required overtime

11) When managers need to determine which employees are available for promotion or transfer, they will most likely use _____.
A. scatter plots
B. skills inventories
C. estimated sales trends
D. personnel forecasts

Continued.....

12) Which Web site is increasingly serving as a recruitment source for passive job candidates?
A. Career Builder
B. You Tube
C. LinkedIn
D. Monster

13) _____ tests include assessments of general reasoning ability and of specific mental abilities like memory and inductive reasoning.
A. Motor ability
B. Personality
C. Achievement
D. Cognitive

14) As part of the selection process for a position at a security firm, Ali has been asked to lift weights and jump rope. Which of the following is most likely being measured by the security firm?
A. interpersonal skills
B. cognitive skills
C. physical abilities
D. achievements

15) On Fatimah's first day of work at a software firm, she attended a meeting with the human resource manager and other new employees. Fatimah learned about employee benefits packages, personnel policies, and the structure of the company. In which of the following did Fatimah most likely participate?
A. recruitment
B. selection
C. orientation
D. development

16) All of the following topics are typically addressed during employee orientation EXCEPT _____.
A. employee benefits
B. personnel policies
C. daily routine
D. wage curves

17) What is the final step in the ADDIE training process?
A. evaluating the program's successes or failures
B. rewarding employees for program participation
C. conducting a budget and needs analysis
D. training the targeted group of employees

Continued.....

18) Chong, a new accounts representative at Petronas, is learning the job by actually doing job-related tasks such as contacting customers. Tyler is most likely participating in _____.
A. on-the-job training
B. socialization
C. social learning
D. modeling

19) Which form of on-the-job training usually involves having a learner study under the tutelage of a master craftsperson?
A. understudy training
B. mentoring
C. apprenticeship training
D. coaching

20) Which of the following is NOT an advantage of programmed learning?
A. Training time is significantly reduced.
B. Trainees can work at their own pace.
C. Trainees benefit from a skilled coach.
D. Trainees receive immediate feedback.

21) _____ attempts to foster harmonious working relationships and to develop cross-cultural sensitivity among the employees of a firm.
A. Adaptability screening
B. Multicultural simulation
C. Mandatory arbitration
D. Diversity training

22) Any attempt to improve managerial performance by imparting knowledge, changing attitudes, or increasing skills is called _____.
A. human resource management
B. performance enhancement
C. management development
D. talent management

23) Which of the following is most likely NOT measured when evaluating a training program?
A. what trainees learned from the program
B. participants' reactions to the program
C. overall organizational productivity
D. changes in on-the-job behavior

Continued.....

24) Apex Manufacturing has a very high voluntary turnover rate, which top management at the company want reduced. What is the most effective way to retain top-performing employees at Apex Manufacturing?
A. conducting more performance reviews
B. developing new recruitment strategies
C. establishing a talent management program
D. revising the organization's mission statement

25) _____ focuses on helping an employee make long-term career plans, while _____ addresses an employee's short-term job skills.
A. Mentoring, coaching
B. Coaching, mentoring
C. Recruiting, coaching
D. Appraising, training

26) Employers benefit from offering career development programs to employees in all of the following ways EXCEPT _____.
A. supporting recruitment efforts
B. boosting employee commitment
C. enhancing employee strengths
D. facilitating performance analysis

27) In regards to an employee's career development, it is the primary responsibility of the _____ to make career plans, set goals, and utilize development opportunities.
A. employer
B. employee
C. recruiter
D. HR manager

28) All of the following are the role of the employer in an employee's career development EXCEPT _____.
A. communicating policies and procedures
B. analyzing interests, values, and skills
C. providing performance feedback
D. offering a variety of career paths

29) What is the first step of any performance appraisal?
A. giving feedback
B. setting work standards
C. making plans to provide training
D. assessing the employee's performance

Continued.....

30) When designing an actual appraisal method, the two basic considerations are _____.

A. when to measure and what to measure
B. what to measure and who should measure
C. what to measure and how to measure
D. when to measure and how to measure

31) Which performance appraisal tools requires a supervisor to maintain a log of positive and negative examples of a subordinate's work-related behavior?

A. alternation ranking
B. paired comparison
C. critical incident
D. graphic rating

32) Which appraisal method combines the benefits of narrative critical incidents and quantified scales by assigning scale points with specific examples of good or poor performance?

A. behaviorally anchored rating scale
B. constant sums rating scale
C. alternation ranking
D. forced distribution

33) Graphic rating scales are subject to all of the following problems EXCEPT _____.

A. unclear standards
B. halo effects
C. complexity
D. leniency

34) Which of the following is a performance appraisal problem that occurs when a supervisor's rating of a subordinate on one trait biases the rating of that person on other traits?

A. recency effect
B. halo effect
C. central tendency
D. stereotyping

35) A supervisor who frequently rates all employees as average on performance appraisals most likely has a problem known as _____.

A. halo effect
B. stereotyping
C. central tendency
D. leniency

Continued.....

36) Which of the following is NOT one of the typical methods used by job evaluation committees to determine the worth of a job?
A. ranking
B. point method
C. job classification
D. paired comparison

37) Which job evaluation method is a quantitative technique involving the identification of several compensable factors and the degree to which each of these factors is present in the job?
A. ranking method
B. point method
C. job grading method
D. job classification method

38) Nonfinancial payments like health and life insurance, pensions, time off with pay, and child care facilities are examples of _____.
A. competency-based incentives
B. variable pay
C. benefits
D. bonuses

39) Which of the following terms refers to the involuntary termination of an employee's employment with a firm?
A. sabbatical
B. dismissal
C. insubordination
D. leave of absence

40) Which of the following terms refers to the belief that home country attitudes, management style, knowledge, evaluation criteria, and managers are superior to anything the host country has to offer?
A. polycentric
B. ethnocentric
C. geocentric
D. monocentric

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SECTION B (40 marks): Answer ALL questions.

You are the organizer of a charity-based event for your student association. Your role is to gather a group of student volunteers from the association who will help you collect pre-loved clothing and books to be channelled to selected orphanages and old folks' homes. As you are now faced with the task of managing people (human resources) for the project, you have to address the following issues:

1. How can you **project your manpower needs**? You remember learning about trend analysis, ratio analysis, and scatter plots as projection tools you learned in your previous HRM class. Describe the three tools and explain how you can use them for your projections. (15 marks)

2. To **select** the best volunteers for the project, you want to apply the concept of 'management assessment center' for the selection process.

    a. Explain what a management assessment center is. (5 marks).

    b. Describe how you can use any four types of activities commonly conducted at management assessment centers for your selection of volunteers. (20 marks)

(Total = 40 marks)

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